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PUBLIC ADMINISTRATION AND FINANCE MATTERS

Report of the Secretary-General

SUMMARY

The present report presents the principal observations and recommendations, together with comments by the Secretary-General, of the Tenth Meeting of Experts on the United Nations Programme in Public Administration and Finance, held at United Nations Headquarters from 4 to 11 September 1991. The Meeting reviewed (a) current issues in public administration and finance in developing countries, (b) United Nations work programme in public administration and finance and medium-term plan for the period 1992-1997, and (c) technical cooperation activities of the United Nations in public administration and finance and prospects for technical cooperation among developing countries. The Meeting made appropriate recommendations for action at both national and international levels.

The Meeting noted that the 1990s promised to present extraordinary and difficult challenges to public administration and finance systems throughout the world where national Governments were faced with a myriad of internal and external forces that created a complex environment for their decision-making. Although the challenges arose from diverse national situations requiring a pragmatic and differentiated approach for their solution, there persisted several common issues such as governance, better economic management, poverty alleviation, environment, production, expanded social services and increasing role of markets and private sector. Countries facing those issues, including socialist countries in transition, were seeking new government roles and functions to lead them to economic recovery and new social levels. Although there were many recent proposals for the reduction of government functions and pressures to reduce the proportion of national resources consumed by the public service, there was a persistent need to strengthen government capacity to manage these challenges.

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The Meeting reviewed those challenges and emphasized that public management and its major components would continue to play a vital role in national development. The Meeting recommended a number of policy and programme actions to strengthen management approaches, techniques and skills in relevant areas of public management. Those areas are administrative reform; human resource management; resource mobilization and expenditure control; financial management; public enterprises; environmental management; information technologies in public management; and commitment and transparency in public management. The Secretary-General suggested that, within the framework of available resources, those recommendations should be reflected in the biennium work programmes.

The Meeting found that the programme activities in public administration and finance were in accordance with the priorities assigned by Governments and that the narrative as well as programme elements under the proposed medium-term plan for the period 1992-1997 reflected public management concerns of developing countries.

The Meeting noted that public administration and finance in the 1990s and beyond were vitally related to the main themes emerging in the global system in 1991. Those themes involved governance, transformation, responsiveness, and resource management. The key areas of activities of the United Nations programme could make major contributions towards furthering the global themes.

The Meeting reviewed the constraints facing public administration and finance systems in making them relevant and effective in the 1990s and beyond and made the following observations: public management had become an issue of central concern in dealing with crucial issues of economic management and governance in developing countries; various bilateral donors and international and regional development agencies were developing programmes of assistance in improving public management in developing countries; there was urgent need to reiterate the role of the United Nations central programme in public administration and finance and urge closer collaboration with other recent programmes to improve and strengthen public management in developing countries, with emphasis upon sub-Saharan Africa and least developed countries. The Secretary-General agreed with the need for closer collaboration between the United Nations Central Programme and the new programmes in public management initiated by other United Nations agencies.

It was recommended that the Eleventh Meeting of Experts be convened in 1993 and discuss the following three topics: (a) issues and problems facing public administration and finance systems in developing countries; (b) progress made in the implementation of various recommendations made at the Tenth Meeting; and (c) review of the United Nations programme in public administration and finance. The Secretary-General commended this recommendation to the Council for its approval.

Subject to the approval of the Economic and Social Council, the Secretary-General made provision for the next review of the programme in the budget for the biennium 1992-1993.

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INTRODUCTION

1. The Tenth Meeting of Experts on the United Nations Programme in Public Administration and Finance was held at the United Nations Headquarters from 4 to 11 September 1991, in accordance with Economic and Social Council decision 1989/114. Of 28 experts invited from the different regions of the world, representing different systems and experiences in public administration and finance, 23 attended the Meeting. In addition, the Meeting was attended by representatives of regional commissions and other United Nations bodies, specialized agencies, interregional and regional institutions, and non-governmental and other organizations.

2. The Tenth Meeting of Experts had the following terms of reference:

(a) To review major current issues in public administration and finance in developing countries, paying special attention to assisting Governments in strengthening policy formulation processes by improving government budgeting and accounting systems and improving training programmes for promoting human resource development;

(b) To review the United Nations work programme in public administration and finance;

(c) To review technical cooperation activities of the United Nations in public administration and finance, with special reference to the prospects of technical cooperation among developing countries;

(d) To make appropriate recommendations for action at both the national and international levels.

3. The Secretary-General commented on the discussions and major recommendations of the Tenth Meeting.

4. The major recommendations of the Tenth Meeting relate to challenges and priorities in public administration in developing countries; the United Nations programme in public administration and finance; and public administration and finance issues in the 1990s and beyond and a resolution recommended by the experts; and the timing and scope of the next review of the programme.

I. PUBLIC ADMINISTRATION IN DEVELOPING COUNTRIES: CHALLENGES AND RECOMMENDATIONS

5. The Meeting held the view that the 1990s promised to present extraordinary and difficult challenges to public administration and finance systems throughout the world. Although the development imperative was once believed to be clear and achievable, currently Governments were faced with a myriad of internal and external forces that created a complex environment for

governmental decision-making. In the context of those circumstances, the Meeting emphasized that public management and its major components continued to play a vital role in national development and assumed special urgency. Countries experiencing radical transformation were seeking new governmental roles and functions in order to lead them to new social and economic levels. All that was happening in spite of recent proposals for the reduction of government's functions and in parallel to pressures to reduce the proportion of national resources consumed by the public service. Public management would still play a vast range of different roles, including new functions in relationship to the private sector.

6. The Meeting noted that the dynamic new roles required more modern management approaches and techniques and new skills for public administration and finance to undertake improvement programmes. While many of the programmes might be of an evolutionary nature, leading to incremental changes, there would be societies in which public management would require faster transformation to meet the needs of radical socio-economic change. In both cases, the Meeting noted that public management was important because the quality of national development largely depended on it. If the structures were bad, then essential services would take longer to get to the clients. If personnel were incompetent, corrupt or discourteous, faith in government would be eroded, scarce resources would be misallocated, and fewer people would be served.

A. Administrative reform

7. The Meeting reviewed the current trends in administrative reform and noted that administrative services were facing significant challenges, given the changes taking place in many countries, including the demand for socio-economic transformation or structural adjustment programmes. Those challenges, including the demand for a "result-oriented" public service, were generating innovations in administrative and civil service systems that were usually connected to performance improvement, often leading to administrative restructuring, decentralization, civil service reform and executive training. The Meeting also reviewed the various strategies, programmes and processes of decentralization that many Governments were currently exploring and recommended that the programme should undertake a comparative study on the topic to help both national and local Governments in formulating appropriate administrative restructuring schemes and requisite training programmes.

8. The Meeting noted the assistance provided by the programme in electoral administration, especially in creating and maintaining electoral registers, resolving voter identification problems, organizing the complex logistics of election itself and counting the votes. The Meeting recommended that the programme continue to provide technical assistance in electoral administration.

9. The Meeting also noted that Governments were revising and reforming their legal frameworks at various levels - constitutional, statutory, regulatory and legal control. From the perspective of public management, there would be

scope for programme involvement in that area, especially with respect to simplification, rationalization, and readability of various laws and regulations. The Meeting recommended that the programme should respond to requests for technical assistance in those aspects.

B. Human resource management

10. The Meeting noted that human resource development was to be viewed as a frame of reference for all development, with appropriate policies and programmes in support of that overriding objective. Public management systems had a special responsibility to address public policy issues and implement public policies and programmes with the best available technology and talent, including a well-trained and well-managed civil service. In the 1990s, human resource challenges were great. Governments were embarking on tasks which required new and different skills, both technical and managerial, and were seeking to include, in the interest of increased fairness, greater numbers of diverse population within their civil service systems. They were also trying to accomplish much more work with fewer employees and less resources. The Meeting suggested that the programme increase awareness to underutilized populations, enhance policy development capacities, and expand training to encompass relevance to new tasks. It noted that special attention needed to be given to ensuring provision and facilities for executive training. The Meeting further noted the need to upgrade and improve institutions for training, research and consultancy at the national, regional and international levels.

11. The Meeting reviewed the implications of "women in management", especially in the context of civil service reform, human resource development, and administrative reform. It noted that advances for women in management, in terms of skills development and opportunities enhancement, were dependent upon access to training, personnel policies and socio-cultural context. The Meeting further noted that "women in management issues" could best be seen not only within the "women in development" context but also within the public administration context.

12. The Meeting noted the importance for national master plans for human resource development to include all aspects of human resource management, training, personnel management and civil service. The Meeting recommended that the programme should stress an integrated and coordinated framework for human resource development within the public service framework.

C. Resource mobilization and expenditure control

13. In the context of unsurmountable budgeting deficits and the gradual erosion of the external flow of finance, many developing countries adopted policies entailing measures to strengthen domestic resource mobilization, reduce governmental spending and enhance public financial management. The Meeting reviewed those policies and their implementation and noted that there

existed considerable scope for improving policy design and contents and enhancing their execution.

14. The Meeting endorsed the high priority assigned to improving and strengthening tax administration as a way to enhance domestic resource mobilization for development. It welcomed the initiative undertaken by the programme to discuss those issues in interregional meetings and to establish, through a process of consulting relevant institutions and donor agencies, a United Nations Revenue Administration Centre in Africa to support national measures for institution-building and human resource development. The Meeting noted with satisfaction that a draft charter for the Centre was currently being reviewed and urged donors and development agencies and programmes, especially the African Capacity Building Foundation, to give serious consideration and support to the Centre.

15. The past decade had been characterized by rapid growth of public expenditure. The Meeting noted that most Governments had recognized the need for rigorous control of public expenditure due to factors such as governmental overspending, inefficient management in public enterprises and ever-expanding need for services in relation to available resources. The Meeting recommended that the Governments take suitable steps to limit public expenditure to an appropriate size in order to regulate its rate of growth in line with the needs of the economy and the availability of resources.

D. Government financial management

16. The Meeting noted that sound financial management is of central importance to the efficient use of resources, especially so in the context of limited availability of resources for ever-increasing demands on public services. Sound financial management involves appropriate financial planning, adequate budgetary systems supported by proper accounting and auditing practices and timely financial reporting systems. The Meeting recommended several approaches and measures, including integration of recurrent and development budgets, simplification and updating of financial rules and regulations and expanding national training facilities for public finance officers in order to modernize and improve various components of financial management systems. With regard to transitional socialist economies, the Meeting noted that they were undergoing unique problems in their process of transition and recommended that an expert group meeting be convened to consider their public financial management issues. The Meeting also welcomed the initiative undertaken by the programme to organize a working group on harmonization of accountability and fully endorsed the urgent need for simplifying and harmonizing donor accountability requirements. The Meeting noted its appreciation of the assistance of several donors in carrying out that initiative and requested that similar assistance also be provided to improving the financial management capability and capacity of host countries to meet aid accountability requirements.

E. Public enterprises

17. The Meeting noted that a combination of internal and external factors, including national budgetary deficits and a structural adjustment requirement had intensified pressure for rationalization of the public enterprise sector. In response to those pressures, two broad approaches - divestiture and reform - had been adopted in varying mixes. Divestiture policies, encompassing a continuum from outright sale of an enterprise to the introduction of private capital, were currently followed in many developing countries. Some countries had implemented reprivatization of enterprises that had been nationalized by previous administrations. In other countries, divestiture had been more original and selective. Enterprises that had been privatized included utilities, banks and manufacturing enterprises. The experience of divestiture programmes was quite mixed, indicating no clear blueprint for success. Each divestiture seemed to have its own history and dynamics, suggesting the need for a case-by-case approach rather than a simplified model.

18. Public enterprise reforms were aimed at enhancing operational performance by improving policy and regulatory environment. Many reform approaches were being tried in order to clarify public enterprise objectives and control structures; provide adequate managerial flexibility and autonomy in making economic, financial, and personnel decisions; institute a system of monitoring to improve transparency between public enterprise finance and national budgets; and provide realistic evaluation of public enterprises' financial and economic performance, often through a performance contract system.

19. The Meeting noted that public enterprise reform continued to be a favoured alternative in the rationalization of the public enterprise sector in many developing countries. It should be noted that policy makers in many countries adopted reform programmes because the constraints and consequences of the divestiture alternative (e.g., economic dislocations, sudden unemployment) were considered unacceptable. The Meeting noted that some policy makers tended to believe that in the pursuit of development policies and objectives (e.g., social justice, eradication of poverty), a reformed public enterprise sector might be a more reliable instrument than divestiture.

20. The Meeting noted that the problem of public enterprise reforms in the command economies of Eastern Europe which were going through fundamental structural changes was much more complex and of a different order of magnitude. Private entrepreneurial skills and experience of private sector management had been systematically suppressed; the capital structures of the enterprises were not determined on commercial considerations and were influenced by other considerations by the Government; audit and accountability procedures were rendered ineffective by a narrow focus on employment, wage and taxation issues. Reforms of public enterprises in those economies would involve a long series of changes such as orientation towards commercial operation, reduction of governmental intervention in enterprise activities, reforms of governmental accounting and audit procedures consistent with the restructured economic system etc.

F. Public management implications of economic recovery programmes

21. The Meeting noted that, faced with a variety of harsh economic conditions, many Governments were focusing on programmes of economic recovery and development which took different forms in different countries. Some countries were experiencing difficulties in building economic systems from mono-economies; some countries were struggling with massive debt burdens; some countries, such as transitional socialist ones, were aggressively transforming their economic, social and political systems in response to both internal and external circumstances. In each type of case, there was need to give attention to the full range of governmental policy alternatives. Since many Governments continued to reform their economic policies to meet the demands of economic recovery and development, public administrators had expressed the need to reform a number of their relevant management processes - for example, information-gathering and priority-setting mechanisms - analytical processes on economic and social trends, and coordination mechanisms. The Meeting noted the efforts made by the United Nations programme in assisting those countries and urged the programme to intensify its support to efforts in sub-Saharan Africa and other least developed countries to strengthen their civil service capacity for development.

G. Environmental management

22. The Meeting noted that public management had a critical role in the protection, improvement and efficient management of the environment. The issues surrounding the environment were complex and sometimes global in nature, involving technical, legal, management and coordination dimensions at national, regional and global levels. The Meeting noted the forthcoming United Nations Conference on Environment and Development, to be held in Brazil in June 1992, and the creation of a Global Environment Facility to provide grants and low-interest loans to developing countries to help them carry out programmes to relieve pressures on global economies.

23. The Meeting noted that in order for Governments to manage appropriately their responsibilities in regard to environmental management, they needed to enhance their understanding of the causes of environmental stress and increase their capacity to monitor environmental risks and control pollution and resource degradation. Likewise, they needed to design new, forward-looking approaches to the management of environmental resources, employing sophisticated methods of monitoring, surveillance and forecasting, and utilizing techniques of planning, management and control designed to shape actions towards desired environmental conditions.

24. The Meeting further stressed the need for Governments to develop a comprehensive environmental policy in which environmental problems and sustainable development were viewed as parts of an integrated whole. Such a policy should be complemented by a suitable environmental management information and monitoring system and appropriate training programmes for

public officials. The Meeting noted that in the 1990s, public administrators could take an active, positive role in protecting the quality of the environment and ensuring sustainable development by implementing appropriate taxation and pricing policies, expanding their use of natural resource accounting techniques, and incorporating appropriate time-frames, environmental impacts and intergenerational equity considerations in project appraisals.

H. Commitment, transparency and accountability

25. The Meeting noted that good governance and public management required commitment, transparency and accountability from the system as well as the personnel who staffed the system. Systems had to be built with appropriate rules, procedures and supportive values while personnel had to be trained in appropriate values, skills and leadership qualities. To install and sustain the values and commitment to public interest goals, institutions with training, supervisory and controlling functions must be strengthened. The Meeting noted that Governments play a critical role in promoting institution-building for increased commitment and transparency. At a minimum, Governments could establish a predictable and honest administration of the regulatory framework to assure law and order, to foster stable, objective and transparent judicial systems and to provide a reliable and efficient infrastructure and social and information services. Recent history showed that only a few countries had paid adequate attention to institution-building for accountability. In many countries, Governments had not recognized that institutions were fragile entities, painstakingly built up, too easily tampered with and therefore requiring constant monitoring and sustained financial support.

26. In noting the importance of accountability, the Meeting highlighted the fact that while financial accountability through audits and financial management provided the basis for determining the transparency of public processes, it was equally important to emphasize systems for recording programme output and outcome as well as non-financial mechanisms for accountability, which included codes of conduct, rules on conflict of interest, ombudsman institutions, and inspectorates.

I. Information technologies in public management

27. The Meeting noted that suitable information technologies that could assist Governments in organizing, standardizing and processing information were important in improving public management. Most Governments had introduced computers into at least some administrative operations, to increase productivity in Government. The emergent concern was how to develop a network of computers currently scattered among many organizations, at all levels of Government and assigned to a great variety of specific tasks, into an interconnected system, in which data were shared and coordinated. Computerized information systems were a valuable tool which could fulfil the

expanded and more sophisticated needs of Governments. The Meeting identified five main types of activities for developing an information system or subsystem:

(a) Transaction processing (payroll, record of staff personal data etc.);

(b) Operational control (exception reports, reports on personnel actions);

(c) Management control (budget control reports, reports on skill inventory);

(d) Custodial control (inventories, facilities etc.);

(e) Strategic planning (forecasting systems that model different scenarios in function of projected costs, statistics on shifting patterns of employment).

The Meeting advised that an information system should be developed on an evolutionary basis, guided by the demand of governmental users who should also participate in system design, preparation of manuals, design of training programmes and organizational procedures based on new software.

28. The Meeting noted the special significance of financial information systems since public financial management was critical to sustainable economic development and management. For example, financial information systems could contribute to interworking of four major processes, involving massive quantities of data in a typical Government management cycle:

(a) Planning and programming;

(b) Budget formulation and presentation;

(c) Budget execution and accounting, including operations and implementation of programmes;

(d) Audit and evaluation.

The Meeting noted that it was possible to develop a mostly ready-made software to be adopted for computerizing Government accounting in developing countries with some customized activities and thus achieve enormous savings in terms of cost, time, and frustration. The Meeting encouraged the programme to continue work on computerization of financial management and requested support from donors and funding agencies.

II. WORK PROGRAMME OF THE UNITED NATIONS IN PUBLIC ADMINISTRATION AND FINANCE

29. In reviewing the work programme of the United Nations in public administration and finance, the Meeting had before it a document prepared by the Secretary-General on technical cooperation activities of the United Nations in public administration and finance (ST/SG/AC.6/1991/L.4). The Meeting noted that, in addition to the work carried out on the central programme at United Nations Headquarters, some regional commissions and some specialized agencies also undertook work on regional and sectoral aspects of public administration within their respective spheres of competence.

30. The Meeting noted with satisfaction that the historical concerns of the United Nations programme were at the forefront of issues facing the Governments of developing countries. The programme had emphasized technical cooperation and practical research in areas of administrative reform, human resource development, information management, revenue mobilization, financial management and the improved performance of public enterprises. It had sought to assist Governments through applied projects involving fellowships, study tours, in-country training, and periodic exchanges of experience and ideas during seminars and workshops. For over 40 years, the programme had made possible the sharing of state-of-the-art administrative methods and perspectives. Increasingly, over the past decade, other international institutions had shown more interest in the importance of management in promoting development. The Meeting noted that increased interest in its field of work and found satisfaction that cooperation prevailed between the programme and the other institutions in efforts to strengthen public administration.

31. The Meeting noted the structure of the central programme and found the nature and the composition of its outputs useful and relevant for developing countries. The Meeting found that the proposed medium-term plan for 1992-1997 reflected the public management concerns of developing countries. The Meeting noted with satisfaction the continuous growth of technical cooperation activities in public administration and finance, which underlined the importance of management in development and reflected the increasing priority attached by Governments to improving the efficiency and effectiveness of public-sector management.

32. In technical cooperation activities, the main issues were to improve quality, effectiveness and relevance to national needs and strategies. The Meeting stressed the importance of training in human resource development, the need to motivate personnel in reform efforts, and the importance of institution-building and revitalization of institutions and the development of counterpart personnel. The Meeting noted that there was further scope for promoting technical cooperation among developing countries in public administration and finance, and one effective modality was exchange of experience on successful policies and strategies. That could best be carried out at the regional or subregional level because of the likelihood of similarities in public administration systems and local cultures. The Meeting recommended efforts for setting up appropriate mechanisms for that purpose.

III. PUBLIC ADMINISTRATION AND FINANCE ISSUES IN THE 1990S AND BEYOND

33. The Meeting noted that the traditional role of government was being rapidly augmented by new sets of national priorities and global trends. In the past, the role of government had been revenue collection, employment opportunities, standard law and order, and basic development. The trends of the 1990s and beyond required improved processes of governance which could recognize needs and design strategies for full participation of people in development. Goverance also entailed elaboration and updating of the legal system, attention to equity, fairness and improved distributive justice, greater productivity and results-orientation, and a stronger governmental role in policy, rather than operations, for economic development. Those emerging concepts served as reminders of the recent groundswell of changes that had taken place in various parts of the global system.

34. The main themes emerging in the global system in 1991 involved governance, transformation, responsiveness, and resource management. Governance, responsiveness and transformation issues had arisen out of debates over the effectiveness of government policy and operations for national development. Discussion about resource mobilization and management had arisen from a realization that resources were limited and that efficiency was a worthy and necessary objective of public management.

35. The Meeting noted that key areas of activities of the United Nations programme in public administration and finance - that is, administrative reform, human resource development, information management, policy development, financial resource management and public enterprise management - could make major contributions to the furthering of the themes of governance, transformation, responsiveness and resource management.

36. In the theme of governance, the key elements of the United Nations programme were involved. Relevant administrative reform issues included the role, scope and appropriate structures of government, coordination and decentralization, legal and transparency issues, and the emerging issue of electoral administration. Human resource implications of governance involved training needs assessment, society-based ethics training, civil service structure and rules reform, and strengthening of the role of training institutions and central personnel agencies. Information management played a key role in facilitating the process of developing new and efficient administrative structures and processes. In terms of macro and micro policy development, the programme would continue to strengthen institutional capacity through attention to the role of the State, law and order, performance improvement programming, shifting focus from operational to regulatory issues, and increasing emphasis on strategic dimensions. Financial and enterprise issues involved in governance included budgetary and planning processes, the role of central financial agencies, institutionalizing accounting and auditing standards, and the strategic role of public enterprises. In those ways, the United Nations programme could continue to contribute to meeting the challenges of governance issues.

37. Likewise, the related transformation issues involved increased interventions by the United Nations programme. Although much of the current discussion on transformation emanated from the recent changes in Central and Eastern Europe, the open-door policy in China and structural adjustment programmes in Africa, Asia and Latin America, the transformational process had been a continuing major factor in the development process and a reminder that development was a profound and transformational process. Effectiveness issues could be strengthened through the further study of size and cost of civil service and Government, as well as research and project programmes concerning decentralization, legal aspects, and new structural forms. The human resource dimension of transformation involved the recognition of the importance of new skills and perspectives, training needs assessment, productivity concerns, women in management issues and the need for national training policy. Transformational issues also implied a key integrative role for information management. At the policy development level, transformation implied consideration of strategic implications of the role of the State, environmental concerns and demographic trends. Transformation also involved financial resources mobilization and management issues, with an inherent emphasis on strategic shifts in macroeconomic policy, such as privatization.

38. Concerning responsiveness, the Meeting noted that although the meaning of reponsiveness and the means to achieve it differed from society to society, there was a general and rising concern with identifying people's needs and developing better mechanisms for meeting those needs. In its concrete forms, these concerns involved decentralization, local government, transparency and participation, and the structures and processes to facilitate those tendencies. The related human resource dimension involved equity in employment, training in fairness and equity, training in sensitivity to gender and multicultural issues, career develoment and attention to line managers and local government managers. Responsiveness also involved a strategic policy development dimension, in which mechanisms for increasing consideration of responsiveness issues were strengthened. Likewise, there were financial dimensions of transparency and accountability which could render better understanding of government programmes, projects and operations.

39. Throughout the discussions, the Meeting returned to the concept of limited resources and the implications for administrative reform, human resource development, information management, policy development, and financial and public enterprise management. In each case, costs and benefits must be assessed and compared within reasonable national and international parameters of financial resource availability. For administrative reform, the implications pointed to consideration of decentralization, reform of civil service, evaluation, productivity, operational level management reforms, and renewed commitment to results-orientation. For human resources, there were issues of reduction in force, human resource development master plans, pay systems, and appraisal systems. For information management, there were issues of cost and benefits of equipment, training and optimal implementation. The realization of limited resources involved strategic consideration of the policy development framework, and appropriate methods and skills for creative and innovative policy development, in times of financial constraints. On the

specific finance issues, there was consideration of tax systems/laws, revenue administration, aid accountability, evaluation and streamlining and optimal deployment of economic enterprises.

40. The Meeting reviewed the issues and constraints facing public administration and finance systems in the 1990s and beyond and recommended closer collaboration between the United Nations central programme and the new activities initiated by other United Nations agencies on public management.

IV. COMMENTS ON RECOMMENDATIONS MADE BY THE EXPERTS AT THEIR TENTH MEETING

41. The discussions at the Meeting were quite extensive, and the report of the Meeting provided a good analysis of various issues. The Meeting made several recommendations for action at national and international levels. Actions at the national level were matters of responsibility of Member States, and the Council might wish to call the attention of Member States to the recommendations.

42. The Secretary-General had reviewed carefully the recommendations addressed to the United Nations. They were sound and did indeed reflect the priority interests and pressing needs of developing countries in public administration and finance. The implementation of the recommendations would significantly help to increase the efficiency and effectiveness of public administration and finance measures in developing countries.

43. Actions at the international level were to be implemented, at least in the immediate future, within the framework of the resources currently available for the United Nations programme in public administration and finance. The Secretary-General believed that every attempt should be made to incorporate recommendations of the Meeting for international action within the broad framework of the medium-term plan for the period 1992-1997.

44. The Meeting recommended that the Eleventh Meeting of Experts be convened in 1993 to review, inter alia, current issues and problems in public administration and finance in developing countries, examine progress made in the implementation of various recommendations made by the Tenth Meeting and review the United Nations regular programme of work in public administration and finance.

45. The Secretary-General suggested that future Meetings of Experts focus mainly on prevailing public management issues, especially in the context of such global concerns as governance, transformation, responsiveness and resource management with a view to providing timely policy and technical guidance to developing countries.

46. Subject to the approval of the Economic and Social Council, the Secretary-General made provision for the next review of the programme, to be organized in 1993, in the programme budget for the biennium 1992-1993.